



DEPARTMENT OF THE ARMY
HEADQUARTERS, NATIONAL TRAINING CENTER & FORT IRWIN
FORT IRWIN, CA 92310-5000

REPLY TO
ATTENTION OF

AFZJ-CG


11 Feb 11

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: NTC Policy Letter 03, Equal Opportunity

1. PURPOSE: To establish NTC and Fort Irwin policy on Equal Opportunity (EO) and Consideration of Others (CO2) and their related training.
2. APPLICABILITY: This policy applies to military personnel, Family members, and DA civilians.
3. REFERENCE: AR 600-20, Army Command Policy, 18 Mar 08
4. Background. Equal Employment is defined as affording each individual equal consideration and fair treatment based solely on merit, fitness, and capability.
5. POLICY:
 - a. As the Senior Commander of the National Training Center and Fort Irwin, I am totally committed to achieving and safeguarding an environment free of all forms of discrimination for all Service members, civilian employees, and family members.
 - b. I will not tolerate any form of discriminatory behavior from any member of the NTC and Fort Irwin.
 - c. Commanders and leaders at every level must be equally committed to creating and maintaining an environment that promotes productivity and respect for human dignity. Discrimination destroys teamwork and negatively affects readiness.
 - d. Anyone who feels that he or she has been unjustly treated or discriminated against should immediately notify their chain of command and/or the Installation Equal Opportunity Advisor (EOA).
6. Refer to enclosure one for specific training requirements and enclosure two for an outline of harassing behavior subject to prosecution IAW the UCMJ.
7. Point of contact for this information in the Installation EOA at 4-3087.

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TERRY R. FERRELL
Brigadier General, USA
Commanding

DISTRIBUTION:
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ENCLOSURE 1 (1 of 2)

SUBJECT: Equal Opportunity Training Requirements

1. Equal Opportunity is defined as affording each individual equal consideration and fair treatment based solely on merit, fitness, and capability.
2. Consideration of Others (C02) is an EO related program that focuses EO training on the dignity and respect for the individual. Under "Consideration of Others" we shift EO training from classes to small discussion groups where leaders and soldiers can openly discuss contemporary EO topics. Its goal is to promote caring for others as an organizational imperative and to adopt respect of others as a value within our organization.
3. Discrimination occurs when leaders, managers, or supervisors deny or violate an individual's right to equal consideration and fair treatment based on race, color, religion, gender, or national origin.
4. The Installation EOA will conduct periodic and random inspections of EO related training events to ensure that the NTC intent is met. NTC will utilize established procedures such as Staff Assistance Visits (SAV) and Command Climate Surveys to obtain a snapshot of the EO climate on Fort Irwin.
5. Commanders must periodically assess the EO climate of their unit. All commanders will conduct a climate assessment within 90 days of command assumption and yearly thereafter. This assessment may be conducted using the SAV or the TDAS. Sensing sessions will be utilized to supplement unit climate surveys.
6. Each soldier will receive 8 hours of Consideration of Others training per year, 2 hours per quarter. Training sessions must be discussion based, interactive, and conducted in a small group setting (25 or less). Training must include the following mandatory topics:
 - a. Prevention of Sexual Harassment (POSH)
 - b. Prevention of Sexual Assault
 - c. Extremist group awareness training
 - d. Equal Opportunity overview and complaint procedures
 - e. Quarterly Sensing Sessions

ENCLOSURE 1 (1 of 2)

SUBJECT: Equal Opportunity Training Requirements

f. Other appropriate topics include, but are not limited to racism, sexism, diversity training, religious tolerance, fraternization, indecent language, favoritism, and values/ethics behavior. Commanders may also add any other human relations topic tailored to specific unit needs.

7. Leadership presence is key to the success of the program and common sense must prevail. The intent calls for the immediate leadership of the group being trained to be present, i.e. platoon training should include platoon leaders, platoon sergeants, and squad leaders. Company commanders and first sergeant may spot check and participate as appropriate.

8. Battalions/Squadrons Equal Opportunity Representatives (EORs) will identify and report EO training to their respective Equal Opportunity Advisor (EOA). They will report the focus/topics with the date, time, and location of all training.

9. Every leader, manager, and supervisor is responsible to set the example concerning equal opportunity and will act expeditiously and appropriately when allegations arise.

10. Soldiers, DA civilian, and family members are strongly encouraged to use the chain of command for redress of grievances. The Installation EOA is also available for assistance in all related complaints or grievances.

11. Intimidation, harassment, or retaliation against those exercising their lawful rights to address their concerns will not be tolerated in any form. We owe our soldiers, DA civilians, and family members the dignity and respect they deserve each and every day of the year.

12. Point of contact for this enclosure is the Installation EOA at 380-3087.

ENCLOSURE 2 (1 of 2)

**EQUAL OPPORTUNITY VIOLATIONS
SUBJECT TO UCMJ ACTIONS**

OFFENSE	ARTICLE
Making racial or sexual comments And/or gestures	Art 89 disrespect toward superior officer Art 91 insubordinate conduct towards a WO or NCO Art 117 provoking speech and gestures Art 134 indecent language
Offering rewards for favors which constitute an EO violation	Art 128 bribery and graft
Making unsolicited and unwelcome sexual contact	Art 128 indecent assault
Attempts or offers with unlawful force or violence to do bodily harm to another person because of race, color, religion, national, origin, or gender	
Threatening the career, job, or salary of another unless they "cooperate"	Art 127 extortion Art 134 communicating a threat
Engaging in or condoning in an EO Violation	Art 92 failure to obey an order or regulation Art 133 conduct unbecoming of a officer
Influencing or threatening the career, pay, or job of another person in exchange for sexual favors	Art 93 cruelty and maltreatment
Making false statements	Art 107 false official statement

ENCLOSURE 2

**SEXUAL HARASSMENT BEHAVIORS SUBJECT TO
DISCIPLINARY UCMJ ACTIONS**

ENCLOSURE 2 (2 of 2)

OFFENSE	ARTICLE
Making sexual comments or gestures	Art 89 disrespect toward superior officer Art 91 insubordinate conduct towards a WO or NCO Art 117 provoking speech and gestures Art 134 indecent language
Offering rewards for sexual favors	Art 128 bribery and graft
Making unsolicited and unwelcome sexual contact with intent to gratify lust or sexual desire	Art 128 indecent assault
Threatening the career, job, or salary of a person unless he or she "cooperates"	Art 127 extortion Art 134 communicating a threat
Engaging in or condoning in sexual harassment behaviors	Art 92 failure to obey an order or regulation Art 133 conduct unbecoming of a officer
Influencing or threatening the career, pay, or job of another person in exchange for sexual favors	Art 93 cruelty and maltreatment